

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Friday, May 04, 2012 7:48 AM
To: Mark Kington
Subject: Automatic reply: NYTimes: The Campus Tsunami

Thank you for your message. I'm currently out of the office but will return May 9th, 2012. In the meantime, if you need immediate assistance, please contact my assistant, Kaylie Donahue, at (757) 490-0161, or at kdonahue@dragas.com. Thank you. Best regards, Helen Dragas

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Saturday, May 05, 2012 6:21 AM
To: Mark Kington
Subject: RE: NYTimes: The Campus Tsunami

Thanks. I have others like this from the Chronicle of Higher Education that I'll share with you. Had interesting discussions with John Simon and Michael over the last couple of days that I look forward to sharing with you next week. Have a good weekend.

Helen

-----Original Message-----

From: Mark Kington [<mailto:Mark.Kington@x10capital.com>]
Sent: Friday, May 04, 2012 7:48 AM
To: Helen Dragas
Subject: NYTimes: The Campus Tsunami

In case you did not see it--

From The New York Times:

OP-ED COLUMNIST: The Campus Tsunami

What happened to the newspaper and magazine business is about to happen to higher education: a rescrambling around the Web and online learning.

<http://nyti.ms/IyMtYI>

With best regards,

Mark

Mark Kington

From: Mark Kington
Sent: Wednesday, May 09, 2012 9:24 AM
To: 'Helen Dragas'
Cc: Gillian Andross
Subject: RE: Two appointments to UVIMCO

Will do

From: Helen Dragas [<mailto:HDragas@dragas.com>]
Sent: Wednesday, May 09, 2012 9:19 AM
To: Mark Kington
Subject: RE: Two appointments to UVIMCO

If you could call me after the call you are on, that would be terrific. If sometime around 3:30 is better, that suits me too.

Thanks.

From: Mark Kington [<mailto:Mark.Kington@x10capital.com>]
Sent: Wednesday, May 09, 2012 9:13 AM
To: Helen Dragas
Subject: RE: Two appointments to UVIMCO

I am on an MCOB Financial Working Committee now, which is to run until 11am. Want to schedule something later today, or maybe I could call you after this call.

From: Helen Dragas [<mailto:HDragas@dragas.com>]
Sent: Wednesday, May 09, 2012 9:12 AM
To: Mark Kington
Subject: RE: Two appointments to UVIMCO

I have it on the calendar for today, but it could be a mistake.

From: Mark Kington [<mailto:Mark.Kington@x10capital.com>]
Sent: Wednesday, May 09, 2012 9:07 AM
To: Helen Dragas
Cc: Gillian Andross
Subject: RE: Two appointments to UVIMCO

For this Friday? If so, that would be fine.

From: Helen Dragas [<mailto:HDragas@dragas.com>]
Sent: Wednesday, May 09, 2012 9:00 AM
To: Mark Kington
Subject: FW: Two appointments to UVIMCO

Mark – I see we have a placeholder on the calendar for a 10:30 call, which I'd like to have if the time still suits you. Please give this matter a bit of thought and let's discuss at the time.

Thanks, Helen

Mark Kington

From: Mark Kington
Sent: Thursday, May 10, 2012 11:10 AM
To: 'Helen Dragas'
Subject: RE: Rotunda/BOV

No, I need to do it. No money yet.

John is out on Tuesday when I am in C'ville, but I will see Michael:

From: Helen Dragas [mailto:HDragas@dragas.com]
Sent: Thursday, May 10, 2012 11:10 AM
To: Mark Kington
Subject: FW: Rotunda/BOV

Have you made any progress on this? I'm going to make my asks during my pre-BOV meeting calls this week and wondered if I could say that anyone else has committed besides you and me. Thanks, Helen

From: Traub, Allison (aet3a) [mailto:aet3a@eservices.virginia.edu]
Sent: Friday, March 30, 2012 5:55 PM
To: Helen Dragas
Cc: mark.kington@x10capital.com; Bob Sweeney (rds2j@virginia.edu)
Subject: RE: Rotunda/BOV

Hi Helen,

In response to your questions, the total estimated cost for the Rotunda Restoration is \$51 million. The first phase, which entails extensive structural repair, restoration of the roof and skylight, repointing the brick (which is original to Jefferson's Rotunda), and replacing the windows, is expected to begin following final exercises 2012, with hope of completion before final exercises 2013.

A second phase will include repair of column capitals and porticos followed by undertaking improvements to the Rotunda's aging interior infrastructure, including plumbing, electrical, heating/air conditioning, and fire protection upgrades. Phase two will begin following the completion of phase one, and its projected completion is 2016.

We hope to raise half of the \$51 million total from the Commonwealth, and the remaining half from private gifts. The Commonwealth of Virginia has committed \$2.69 million toward the \$4.69 million cost of repairing the roof. The remaining \$2 million for roof repair will come from private gifts and endowment income.

Regarding the Lawn Room chimneys, we do hope to meet the fundraising goal within the current campaign. However, the \$100,000 we would solicit from each of the BOV members would be targeted at the Rotunda campaign only. Even though these efforts both fall under the umbrella of the Academical Village, the Chimney campaign is a separate initiative.

Before you approach the other BOV members, and John in particular, I am happy to discuss the idea more in depth.

Thank you again for your leadership. I really appreciate your help with these efforts.

Best,

Alison

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Thursday, May 17, 2012 3:51 PM
To: Mark Kington
Subject: RE: B&G Committee May meeting

Thanks – I have asked Colette to provide me with a summary of the main cost drivers at Pav X.

From: Mark Kington [mailto:Mark.Kington@x10capital.com]
Sent: Thursday, May 17, 2012 3:50 PM
To: Helen Dragas
Subject: RE: B&G Committee May meeting

Yes, it does—we did our complete house square feet, interior and exterior plus landscaping) for about
The rejection of the facilities building would send a good message.

From: Helen Dragas [mailto:HDragas@dragas.com]
Sent: Thursday, May 17, 2012 3:36 PM
To: Mark Kington
Subject: FW: B&G Committee May meeting

Mark,

In my mind the Facilities Usage building should be tabled indefinitely. At \$450+ per square foot, it seems ridiculously expensive. And I believe we could find much higher priority usage for \$5 million, even if it had to be borrowed.

Also, since you are much more familiar with restoring historic building than I, does \$3 million seem like a lot for an interior-only renovation of Pavilion X?

Not items of huge importance, but worth noting.

Helen

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Thursday, May 17, 2012 5:52 PM
To: Mark Kington
Subject: FW: B&G Committee May meeting

Detail on Pav X – still seems outrageous. What do you think?

From: Sheehy, Colette (cc) [mailto:cc@eservices.virginia.edu]
Sent: Thursday, May 17, 2012 5:08 PM
To: Helen Dragas
Cc: 'colette@Virginia.EDU'; Strine, Michael (ms6vu)
Subject: RE: B&G Committee May meeting

Helen,

I understand your comment about the FM building and will discuss further with Michael before we bring it forward.

Your conversation about a temporary dining facility with Leonard likely did not include a specific location. Several possible sites throughout the grounds were evaluated before identifying the site in front of Peabody as the best site. One of the key criteria in assessing possible sites was whether the site was on central grounds or in close enough proximity that students attending classes on central grounds would find the location convenient. A problem we encountered back in the late '90's when we set up a temporary facility in Lower Nameless Field was that the students complained about the location being "out of the way" and they did not use the facility. We believe that it is important for those students who have purchased a meal plan to have convenient access to a dining location on central grounds. Another criteria was that the site had to be large enough to accommodate 600 to 700 seats, plus a kitchen and server as well as have access to required utilities and access for deliveries. Other areas considered were not large enough and limited access, such as the amphitheater or were not centrally and conveniently located, such as Nameless Field, the green space adjacent to the Curry School and parking lot, or the Dell basketball court and parking lot. There will be a mobile kitchen at the north end of the tent where food preparation will occur. While not ideal I hope we can focus on the fact that it is only temporary and will be there for about five months.

The Pavilion X budget is based on the actual cost of the recent (last two years) renovations of Pavilions II and IX adjusted for relative size. In addition to the costlier-than-normal interior work associated with an historic renovation there is significant cost in the infrastructure---bringing in central plant utilities (high initial cost, lower operating costs, much more energy efficient) and removing the stand-alone units; providing HVAC distribution (ductwork) through the building in a way that does not compromise its historic look or function; upgrading power service from the supply at the north end of the Lawn; and adding a fire

suppression system. I hope this explanation helps. I know it is hard to wrap your head around a cost like this for interior renovation.

I hope I have answered your questions. If you need more information please let me know. Colette

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Friday, May 18, 2012 12:02 PM
To: Mark Kington
Subject: RE: Yoke San

Just left you a message there

From: Mark Kington [mailto:Mark.Kington@x10capital.com]
Sent: Friday, May 18, 2012 11:25 AM
To: Helen Dragas
Subject: RE: Yoke San

If you would like I am at 540-672-0979

From: Helen Dragas [HDragas@dragas.com]
Sent: Friday, May 18, 2012 11:04 AM
To: Mark Kington
Subject: Re: Yoke San

Thanks - yes, 1:00. Do you wish to talk beforehand?

On May 18, 2012, at 8:10 AM, "Mark Kington" <Mark.Kington@x10capital.com> wrote:

Yes, happy to do so. We are on for 1pm today with Terry?

With best regards,

Mark

On May 18, 2012, at 5:10 AM, "Helen Dragas" <HDragas@dragas.com> wrote:

Mark,

I've copied Michael on this in case he has any related plans on this matter. No need for you both to be spending time on this at our meeting

This will be Yoke San's last board meeting, and I was wondering if you would make some appreciative remarks about her service during your committee meeting? I already have a slew of people to talk about (Glynn, Heywood, Jonathan, Vince finishing up MCOB) and I think after a while any one cheerleader loses impact . . .

Here's a link to a recent UVA Today article about her career:

<http://www.virginia.edu/uvatoday/newsRelease.php?id=18237>

That article doesn't contain information about a nice award she won in 2009; the following link does:

<http://www.virginia.edu/uvatoday/newsRelease.php?id=8999>

Leonard could also give you some interesting stories if you wanted to call him.

Thanks for considering it. Helen

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Sunday, May 20, 2012 10:47 PM
To: Mark Kington; Susan Harris (sgh4c@virginia.edu); Teresa A. Sullivan (President.Sullivan@virginia.edu); Strine, Michael (ms6vu); John D. Simon (jds2ts@eservices.virginia.edu)
Subject: FW: BOV meeting

Fyi - Helen

From: RJ Kirk [mailto:RJ.Kirk@thirdsecurity.com]
Sent: Sunday, May 20, 2012 5:53 PM
To: Helen Dragas
Subject: BOV meeting

Dear Helen,

Just to let you know that I shall not be in C'ville during any of Monday's session but shall arrive on Tuesday in plenty of time for my committee and for the rest of the day.

I hope you are well.

Best,
RJ

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Thursday, May 24, 2012 10:44 PM
To: Mark Kington
Subject: Transition press release

<http://www.cornellclubla.com/article.html?aid=122>

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Friday, May 25, 2012 11:50 AM
To: Mark Kington
Subject: FW: Rectors

fyi

From: Harris, Susan (sgh4c) [mailto:sgh4c@eservices.virginia.edu]
Sent: Friday, October 07, 2011 9:17 AM
To: Helen Dragas
Subject: RE: Rectors

Helen:

I have an answer for you, mostly through internet research, although Sandy was able to fill in on the ones I could not find:

In the past 100 years there has been one Rector who was not an alum—Frederic Scott, who attended Princeton. As you may know, Scott was a major donor to the University—he built and gave to UVA Scott Stadium. Another Rector, Edward Stettinius, did not graduate but he attended UVA. He was Secretary of State under Roosevelt and Truman.

Susan

Susan G. Harris
Secretary to the Board of Visitors
University of Virginia
434-924-7120

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Monday, May 28, 2012 10:43 AM
To: Mark Kington
Subject: RE: Dartmouth Endowment
Attachments: Dartmouth Endowment Investigation Letter.pdf

Sorry – Here it is . . .

From: Mark Kington [mailto:Mark.Kington@x10capital.com]
Sent: Monday, May 28, 2012 8:40 AM
To: Helen Dragas
Subject: Re: Dartmouth Endowment

I never saw the original letter that prompted the chain, but I can infer the subject--something akin to the pay-to-play in municipal bond underwriting scandals. As John Mac mentions, we eliminated any board/manager connection a number of years ago. I will discuss with Larry, and we should consider, but it is hard to seal off all connections. What if a manager has a child applying to the university? Professional, segregated management is one answer.

Talk soon,

With best regards,

Mark

On May 28, 2012, at 5:23 AM, "Helen Dragas" <HDragas@dragas.com> wrote:

Mark – thought you should be looped into this conversation. In the midst of all this other change, I would like you to help me make sure we remember to follow through on looking at our policy/controls, not just at UVIMCO and the University's own short-term money, but the foundation investments that aren't managed by UVIMCO. We'd need to be sure we don't violate the boundaries that allow the foundations to retain their independent non-profit status.

Something to discuss with John Nau and Jeff Walker.

Thanks, Helen

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Tuesday, May 29, 2012 6:23 PM
To: Mark Kington
Subject: RE: meeting time

Let's discuss and decide tomorrow in our call.

From: Mark Kington [mailto:Mark.Kington@x10capital.com]
Sent: Tuesday, May 29, 2012 5:59 PM
To: Helen Dragas
Subject: meeting time

Either time would be ok with me, for a meeting with Terry.

From: Helen Dragas [HDragas@dragas.com]
Sent: Tuesday, May 29, 2012 4:19 PM
To: Mark Kington
Subject: FW: Conference calls with Rector/Vice Rector

Calling for the question . . . we now have some open times . . .

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Wednesday, May 30, 2012 9:53 PM
To: Mark Kington
Subject: Friday

Sounds like they will be there about 4:15. I think it would be a good idea for you and I to meet ahead of time to finalize the decision on date and anything else we may want to walk through ahead of being in a group. Would 3:45 work for you?

Mark Kington

From: Mark Kington
Sent: Thursday, May 31, 2012 10:40 AM
To: 'Helen Dragas'
Subject: RE: Pricing for Strategic Communication Project with The Communication Center

Ok, good comp as we go forward.

From: Helen Dragas [<mailto:HDragas@dragas.com>]
Sent: Thursday, May 31, 2012 10:42 AM
To: Mark Kington
Subject: RE: Pricing for Strategic Communication Project with The Communication Center

Ed's recommendation – the one we told to go ahead to Vermont last night.

From: Mark Kington [<mailto:Mark.Kington@x10capital.com>]
Sent: Thursday, May 31, 2012 10:39 AM
To: Helen Dragas
Subject: RE: Pricing for Strategic Communication Project with The Communication Center

Seems reasonable. Which one is this?

From: Helen Dragas [<mailto:HDragas@dragas.com>]
Sent: Thursday, May 31, 2012 10:40 AM
To: Mark Kington
Subject: FW: Pricing for Strategic Communication Project with The Communication Center

fyi

From: Alaina Goldense [<mailto:agoldense@thecommunicationcenter.com>]
Sent: Thursday, May 31, 2012 10:26 AM
To: Helen Dragas
Cc: Susan Peterson; Dean Jones
Subject: Pricing for Strategic Communication Project with The Communication Center

Dear Helen,
Susan asked me to email you pricing for the Strategic Communication Project you both discussed. The pricing for this scope of work is as follows:

10 Hours of Strategic Communication Consulting including, research, conference calls, message development and planning with Susan Peterson is \$7,500. Should the project exceed the initial 10 hours, each additional hour will be charged at Susan's hourly rate of \$350.

In addition, Strategic Communication Consulting with Donna Buckley is priced at the hourly rate of \$275. Donna will assist with writing content, drafting press releases and strategy.

Travel expenses will be billed as incurred, as well as a minimal fee for travel time.

Please let me know if you have any questions. I have attached bios for Susan and Donna to this email.

Regards,

Alaina

Alaina Goldense
Director of Marketing & Business Development
The Communication Center
1612 K Street, NW Suite 1000
Washington, DC 20006

Direct: 202.463.1683

Office: 202.463.0505

Email: agoldense@thecommunicationcenter.com

Visit our new website:

www.TheCommunicationCenter.com



Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Thursday, May 31, 2012 11:55 AM
To: Mark Kington
Subject: good piece in WSJ today - why we can't afford to wait

http://online.wsj.com/article/SB10001424052702304019404577416631206583286.html?mod=WSJ_Opinion_LEADTop

Helen E. Dragas
Chief Executive Officer
The Dragas Companies
4538 Bonney Road
Virginia Beach, VA 23462
(757) 490-0161
hdragas@dragas.com
www.dragas.com

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Friday, June 01, 2012 10:34 AM
To: Mark Kington; W. Heywood Fralin
Cc: Michael Strine
Subject: Fwd: Inside Higher Ed: Wesleyan U. Drops Need-Blind Policy / A Bloomberg Test for Students -- June 1, 2012 Daily Update





See article re: Wesleyan

Begin forwarded message:


From: Inside Higher Ed <newsroom@insidehighered.com>
Date: June 1, 2012 4:40:14 AM EDT
To: Helen <hdragas@dragas.com>
Subject: Inside Higher Ed: Wesleyan U. Drops Need-Blind Policy / A Bloomberg Test for Students -- June 1, 2012 Daily Update
Reply-To: Inside Higher Ed <newsroom@insidehighered.com>

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 **01** 2012

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Accreditation Headaches

Federal officials address concerns over approval for English language Institutes, but key questions remain unresolved.

The Health of (Student) Nations

An unprecedented national database aggregates student health records to track more detailed data and identify new trends in college health -- but it's not without difficulty.

Commencement Speakers Announced: Becker, Chicago Psychology, El Camino-Compton, Santa Clara, U. of Alberta

The following colleges and universities have announced their commencement speakers for spring 2012:

QUICK TAKES (View all)

- » AAUP and FIRE Question Treatment of Adjunct
- » College Board Criticized Over 'Rich Kids' SAT
- » Grassley Questions NIH Funding of Researcher in Conflict Scandal
- » Debate Over Athletic Scholarship for Wealthy Student
- » Student Allegedly Killed Man and Ate His Brain, Heart
- » 'Bunkum Awards' for Education Research
- » Academic Minute: Why We Like Round Numbers

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Do public universities subsidize their athletics programs too much? John V. Lombardi compares the totals to their library spending and asks: What's an acceptable ratio?

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Concluding Remarks

Pathways to the Presidency

Wrapping up their series on what different types of colleges and universities should seek in new leaders, Richard Skinner and Emily Miller urge boards to think boldly.

BLOG U (View all)

High Tech, High Touch

Confessions of a Community College Dean

We're moving in two different directions, and only beginning to realize it.

Student-Driven Student Affairs Incubators

Student Affairs and Technology

Turning ideas into action requires time, leadership, and an organizational culture that promotes innovation. Recently, I've been checking out some action-oriented initiatives, including: #satechBOS, the University of Wisconsin-Milwaukee's Student Startup Challenge, and the Newport Startup Session. Of these three events/programs, #satechBOS is specifically Student Affairs focused.

Can For-Profit Ed Act as a Bridge Between Liberals and Conservatives?

Technology and Learning

Dean Dad's post this week Thoughts on Romney and Higher Ed generated lots of comments, but I felt little discussion and listening. When it comes to politics our IHE community seems to be talking past one another.

Math Geek Mom: Minor Worries

Mama PhD

As I age, my eyes are staring to betray me. This is something that I particularly notice when I am reading things that involve superscripts or subscripts, which occurs often in math and economics.

Motherhood After Tenure: getting away

Mama PhD

I am writing this week from Faculty College -- a week-long teaching retreat where faculty from each of the University of Wisconsin colleges and universities gather to discuss teaching challenges, innovative techniques, and the latest research on how students learn. It is hosted by a small college in the heart of central Wisconsin, a place of quiet beauty. I first attended as a brand-new assistant professor eleven years ago and found it an incredibly valuable, affirming, even transformative experience. However, I missed a few years after my daughter was born.

FEATURED JOBS

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Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Saturday, June 02, 2012 7:44 AM
To: Mark Kington
Subject: RE: press release

Thanks – good points. I could call RJ for an alternative to “cutting edge”!

From: Mark Kington [mailto:Mark.Kington@x10capital.com]
Sent: Saturday, June 02, 2012 7:37 AM
To: Helen Dragas
Subject: Re: press release

I think that it is excellent, and properly links the action to forward progress. One small typo--missing "of" our faculty--and I would think about the alternatives to "cutting edge."

Anything after I left? Good work, and thank you for a delicious dinner.

With best regards,

Mark

On Jun 2, 2012, at 6:26 AM, "Helen Dragas" <HDragas@dragas.com> wrote:

What do you think about something like this?

Helen E. Dragas

Chief Executive Officer

The Dragas Companies

4538 Bonney Road

Virginia Beach, VA 23462

(757) 490-0161

hdragas@dragas.com

www.dragas.com

<Press Release Draft 6_2_12.docx>

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Saturday, June 02, 2012 10:47 AM
To: Mark Kington
Subject: RE: are you back in Alexandria or in Orange?

Ok, thank you.

From: Mark Kington [mailto:Mark.Kington@x10capital.com]
Sent: Saturday, June 02, 2012 10:29 AM
To: Helen Dragas
Subject: Re: are you back in Alexandria or in Orange?

Ok, will assume Plan A--heading back to A later today. I have returned Tim's call (got his cell vm), and will let you know when I hear from him.

With best regards,

Mark

On Jun 2, 2012, at 10:27 AM, "Helen Dragas" <HDragas@dragas.com> wrote:

Steve talked to her – nothing out of the ordinary. I'll keep you posted.

From: Mark Kington [mailto:Mark.Kington@x10capital.com]
Sent: Saturday, June 02, 2012 8:32 AM
To: Helen Dragas
Subject: Re: are you back in Alexandria or in Orange?

Ok. 540-672-0979.

With best regards,

Mark

On Jun 2, 2012, at 8:27 AM, "Helen Dragas" <HDragas@dragas.com> wrote:

Steve got a strange email from TS this am. I'll call you shortly.

From: Mark Kington [mailto:Mark.Kington@x10capital.com]
Sent: Saturday, June 02, 2012 8:23 AM

To: Helen Dragas

Subject: Re: are you back in Alexandria or in Orange?

I am in Orange. Going back later today or tomorrow. ?

With best regards,

Mark

On Jun 2, 2012, at 8:07 AM, "Helen Dragas" <HDragas@dragas.com> wrote:

Helen E. Dragas

Chief Executive Officer

The Dragas Companies

4538 Bonney Road

Virginia Beach, VA 23462

(757) 490-0161

hdragas@dragas.com

www.dragas.com

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Sunday, June 03, 2012 5:59 PM
To: Mark Kington
Cc: Jeffrey Walker
Subject: Re: on-line education comes to the top universities

Jeff,

Your timing is impeccable - the BOV is squarely focused on UVA's developing such a strategy and keenly aware of the rapidly accelerating pace of change. Good op-ed last week in the WSJ on this as well. I, too, look forward to watching the video.

Thank you for your concern and commitment. Helen

On Jun 3, 2012, at 5:34 PM, "Mark Kington" <Mark.Kington@x10capital.com> wrote:

> Jeff, thank you--I will watch the video with interest. This has been a focus of attention for Helen and me, and we welcome your input.

>
> With best regards,

>
> Mark

>
> On Jun 3, 2012, at 4:08 PM, "Jeffrey Walker" <walkerjc1@gmail.com> wrote:

>
>> Check out the video that Berklee College of Music is having its board (of which I am a member) watch with regard to the hugely successful on-line course at Stanford that is being used by Stanford, Harvard, MIT, Southern New Hampshire University (see the attached article) and many other universities as a signal that the on-line learning world has now reached the top of the line universities and they need to have strategies or will be left behind. How are we thinking about it at UVA? How might it lower our costs, improve productivity and link us to a group of students we couldn't afford to serve (maybe more kids from the state to please the legislature)...maybe more second career grads?

>>
>> This was the topic of a Jeffersonian Dinner we recently had in a Lawn Pavilion with John Simon, Mark Kington, David Germano and other great thinkers.

>>
>> Sebastian Thrun (Udacity) video:
>> <http://www.youtube.com/watch?v=SkneoNrfadk>

>>
>> Alison, lets consider this as a topic at one of the future Council of Foundations meetings.

>>
>> Jeff
>>
>> Jeffrey C. Walker
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>> <Online Ed-Chronicle article.pdf>

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Monday, June 04, 2012 9:08 AM
To: Mark Kington
Subject: good article

<http://chronicle.com/article/Innovations-in-Higher/131424/>

Helen E. Dragas
Chief Executive Officer
The Dragas Companies
4538 Bonney Road
Virginia Beach, VA 23462
(757) 490-0161
hdragas@dragas.com
www.dragas.com

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Monday, June 04, 2012 3:24 PM
To: Mark Kington
Subject: FW: RE:

Marvin told me John was going to be out of town next week, so I asked MS his schedule.

We should talk. Call me when you are free. Thanks, Helen

Mark Kington

From: Mark Kington
Sent: Thursday, June 07, 2012 6:43 AM
To: Helen Dragas; Sullivan Teresa A.; Michael Strine
Subject: NYTimes: New York Hospitals Look to Combine, Forming a Giant

It could well be that the NYT had a story it wanted to print regardless of arguments put forth, but you would hope that a more positive, forward-thinking view could have been framed by NYU-Langone and Continuum.

From The New York Times:

New York Hospitals Look to Combine, Forming a Giant

A proposal to bring together NYU Langone Medical Center and the Continuum Health Partners network would change how medical care is delivered in the city.

<http://nyti.ms/KHqkK6>

With best regards,

Mark

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Friday, June 08, 2012 9:25 AM
To: Mark Kington
Subject: RE: tomorrow

The plan was to shoot for 10 am but it depends on the availability of others.

From: Mark Kington [mailto:Mark.Kington@x10capital.com]
Sent: Friday, June 08, 2012 9:24 AM
To: Helen Dragas
Subject: Re: tomorrow

I'll just head back to Orange. What time on Saturday, do you know?

With best regards,

Mark

On Jun 8, 2012, at 9:21 AM, "Helen Dragas" <HDragas@dragas.com> wrote:

Ok, we are set for 5 pm. Also a meeting with John and Michael at 8 pm -- earliest John could do it. Probably out at Featheridge but I will let you know for sure.

Are you set for accommodations? If all goes according to plan, we'll have meetings on Saturday morning on campus. Let me know if you want my guest cottage. Thanks.

From: Mark Kington [mailto:Mark.Kington@x10capital.com]
Sent: Friday, June 08, 2012 7:05 AM
To: Helen Dragas
Subject: Fwd: tomorrow

I will leave early, so to be at your place by 2 pm or earlier. So 5pm should be fine.

With best regards,

Mark

Begin forwarded message:

From: "Sullivan, Teresa (tas6n)" <tas6n@eservices.virginia.edu>
Date: June 8, 2012 7:01:47 AM EDT
To: Helen Dragas <HDragas@dragas.com>
Cc: "Teresa A. Sullivan (President.Sullivan@virginia.edu)" <President.Sullivan@virginia.edu>, Mark Kington <Mark.Kington@x10capital.com>
Subject: Re: tomorrow

I will be in a retreat with the vice presidents at Morven until 4. I can be back on Grounds by 5, and I am available the rest of the day today.

Is there anything you would like me to prepare?

Sent from my iPad

On Jun 7, 2012, at 9:06 PM, "Helen Dragas" <HDragas@dragas.com> wrote: .

Terry,

Mark and I will both be in Charlottesville tomorrow afternoon and would appreciate a meeting with you. Are you free sometime after 3 pm?

Thank you, Helen

Helen E. Dragas
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Mark Kington

From: Helen Dragas, Rector, University of Virginia [hoosonline@virginia.edu]
Sent: Sunday, June 10, 2012 11:19 AM
To: Mark Kington
Subject: Teresa Sullivan to step down in August as UVA President



June 10, 2012

On behalf of the Board of Visitors, we are writing to tell you that the Board and President Teresa Sullivan today mutually agreed that she will step down as president of the University of Virginia effective August 15, 2012.

We express our deep appreciation to President Sullivan for her effective stewardship of the University. She is a much respected educator, as well as a visible presence in the University community and a prominent voice in higher education.

President Sullivan commented on the great honor to serve as President of the University of Virginia. She said, "Although the board and I have a philosophical difference of opinion, I will always treasure having had the opportunity to work with so many gifted faculty and staff, talented students, and loyal alumni. I am also grateful for the privilege to have worked with our extraordinary vice presidents and deans."

For the past year, the Board has had ongoing discussions about the importance of developing, articulating and acting on a clear and concrete strategic vision. The Board believes that in the rapidly changing and highly pressurized external environment in both health care and in academia, the University needs to remain at the forefront of change.

We remain guided by Mr. Jefferson's Inspirational vision:

"The great object of our aim from the beginning has been to make this Establishment the most eminent in the United States."

In service to that vision, the Board is committed to preserving the legacy with which we have been entrusted. At the core of that legacy is the quality and care of our faculty and staff. We have made a clear choice to act in the best interest of all concerned.

We assure you that the Board of Visitors will move expeditiously to name an interim president and to begin a search for a new leader. We hope you will assist us as we move through this time of change and strive for a smooth and productive transition.

On behalf of the Board of Visitors,

Helen E. Dragas, Rector
Mark Kington, Vice Rector

Remove yourself from this mailing.

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Tuesday, June 12, 2012 10:17 AM
To: Simon, John (jds2ts); Mark Kington
Subject: RE: Search Committee

5 pm is fine with me.

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Tuesday, June 12, 2012 1:43 PM
To: Mark Kington
Subject: RE: meeting

thanks

From: Mark Kington [mailto:Mark.Kington@x10capital.com]
Sent: Tuesday, June 12, 2012 1:30 PM
To: Helen Dragas
Subject: RE: meeting

Yes, I can make it back by then. Just let me know.

From: Helen Dragas [mailto:HDragas@dragas.com]
Sent: Tuesday, June 12, 2012 1:31 PM
To: Mark Kington
Subject: meeting

Mark,

I'm planning on calling a meeting to discuss an interim. Does Monday afternoon still work for you? I was thinking 3 pm.
Please let me know - thanks.

Helen

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Tuesday, June 12, 2012 1:53 PM
To: Strine, Michael (ms6vu); Mark Kington
Cc: Simon, John (jds2ts)
Subject: RE: UVA

I really like the idea because John and Michael are both so substantive. John - please weigh in with your thoughts. Thanks.

From: Strine, Michael (ms6vu) [<mailto:ms6vu@eservices.virginia.edu>]
Sent: Tuesday, June 12, 2012 1:46 PM
To: Mark Kington
Cc: Helen Dragas; Simon, John (jds2ts)
Subject: Re: UVA

Mark,

Agreed. Didn't know if a bridging back to operational leaders from the board decision is necessary or in order.

If all agree the board was clear, John and I could draft a statement of the academic and financial context that informs the urgency and action for your review to go under our joint signatures. An op/Ed as Carol suggested makes some sense as it makes a clear statement rather than a construction of separate comments by others.

Michael

On Jun 12, 2012, at 1:07 PM, "Mark Kington" <Mark.Kington@x10capital.com> wrote:

I think that to move on to the issues of the institution and higher ed would be productive, as it will be a part of building the case for unavoidable change. However, I also think that we need to adhere to our goal of normal operational activity--which means the Provost talks about academic issues and Michael talks about financial and operational issues. I don't think that includes a role for Helen and myself. You are the professionals and I have confidence in a positive outcome. There is a compelling progression of ideas to be shared.

With best regards,

Mark

On Jun 12, 2012, at 12:43 PM, "Strine, Michael (ms6vu)" <ms6vu@eservices.virginia.edu> wrote:

A decision to be made whether to discuss proactively the challenges, economic and otherwise facing higher education generally, public specifically and UVA more specifically. If we decide to do this, I recommend it be a balanced conversation of academic and financial admin leadership (John and me) and perhaps one or both of you at the same time in the same meeting with key points we wish to make well thought out and articulated in advance.

Michael

Begin forwarded message:

From: Daniel deVise <devised@washpost.com>
Date: June 12, 2012 12:37:29 PM EDT
To: <ms6vu@Virginia.EDU>
Cc: "Wood Carolyn (csw8a)" <csw8a@eservices.virginia.edu>
Subject: UVA

Dr Strine - -

(c Carol Wood)

Hello. We're hoping to take a hard look at the bottom line at UVA for a story, perhaps for this weekend, essentially to flesh out the concerns Helen Dragas voiced in her speech to deans and VP's on Sunday.

Would you have time between now and then to walk me through those issues, from your perspective as new COO?

Thanks much.

Daniel de Vise
The Washington Post
Desk: 202-334-9605
Cell: 202-569-1292

College Inc. blog: <http://voices.washingtonpost.com/college-inc/>
Past articles:
<http://projects.washingtonpost.com/staff/articles/daniel+de+vise/>
Twitter: <http://twitter.com/danieldevise>

Mark Kington

From: Mark Kington
Sent: Tuesday, June 12, 2012 1:54 PM
To: 'Helen Dragas'
Subject: RE: meeting

Can you call me? 703-519-7982

Mark Kington

From: Helen Dragas [HDragas@dragas.com]
Sent: Tuesday, June 12, 2012 2:32 PM
To: Alan Diamonstein; Allison Cryor DiNardo; Edward D. Miller MD (emiller@jhmi.edu); George Martin; Glynn Key; Heywood Fralin; Hillary Hurd; Hunter Craig; John Nau; Jonathan Overdevest; Mac Caputo; Mark Kington; Marvin Gilliam; Randal Kirk; Robert D. Hardie; Stephen Long, MD; Tim Robertson; Vince Mastracco
Subject: Cavalier Daily article fyi - thanks to Hillary

<http://www.cavalierdaily.com/2012/06/12/student-board-of-visitors-representative-supports-sullivans-resignation/>